NATO STANDARD

ATrainP-3

EDUCATION AND TRAINING FOR URBAN OPERATIONS

Edition B Version 1
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NORTH ATLANTIC TREATY ORGANIZATION

ALLIED TRAINING PUBLICATION

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NORTH ATLANTIC TREATY ORGANIZATION (NATO)

NATO STANDARDIZATION OFFICE (NSO)

NATO LETTER OF PROMULGATION

25 June 2019

1.   The enclosed Allied Training Publication ATrainP-3, Edition B, Version 1, EDUCATION AND TRAINING FOR URBAN OPERATIONS, which has been approved by the nations in the MCLSB, is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 2593.

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4.   This publication shall be handled in accordance with C-M(2002)60.

Zoltán GULYÁS
Brigadier General, HUNAF
Director, NATO Standardization Office

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ATrainP-3

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RECORD OF RESERVATIONS

CHAPTER	RECORD OF RESERVATION BY NATIONS
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RECORD OF SPECIFIC RESERVATIONS

[nation]	[detail of reservation]
DEU	1. DEU reserves the right to added an additional capability of the infantry: The Master "Urban Climbing" by Army Mountain Guides and special trained personal of the Mountain Infantry. Rational: Additional option to penetrate higher levels and roofs of buildings or any other infrastructure including rappelling from it. In this way military forces in Urban Ops can be deployed and redeployed rapid, unseen and facile; casualties can be recovered from difficult terrain. See: DEU MtInf Bds 23 SOP "Urban Climbing" – 30may17 2. DEU reserves the right not to use Fire Fighting, Fire Prevention and Rescue by MILENG personnel. Rational: In accordance with the Central instruction A-2042/1 "Fire Protection", fire protection in the mission area is assigned to the Military Fire Protection Forces of the Services in this case the German Army Headquarters, German Air Force Headquarters and German Joint Support and Enabling Service Headquarters.
ESP	The permanent operations of Force Protection, carried out in Air Bases located in the vicinity of urban areas, are to use its specific doctrine adapted to the Air Operation's needs.
GRC	Assuming responsibilities in Allied Forces' operations which include actions such as arrest, detention, legal order enforcement, control in case of disorder, public order restoring, is in conflict with Greek national law, since such actions are of political, rather than military authorities' responsibility.
HRV	Croatian Armed Forces (CAF) are fully aware that the urban operations training requires the comprehensive approach and will develop their capabilities accordingly, through the train of trainers programs and the development of training infrastructure, according to the CAF needs that will be determined by the concept of training for urban operations on the national level; these capabilities will be developed according to the organizational approach and training levels, as described in the Chapter 2 of ATrainP3(B). However, the training modules stated in the Chapter 3 of ATrainP3(B) will not be separately developed as a part of the urban operations training. They will be incorporated into the CAF education and training programs. Likewise, CAF will not apply the evaluation/assessment forms

	(Appendixes E and F of ATrainP3(B). CAF will use only the forms that are pursuant to the National Doctrine and in accordance to the directives stated in the Allied Command Operations Forces Standards (AFS).
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<u>FOREWORD</u>

1.   The NATO Urban Operations NATO Training Group Task Group (NUO NTG TG) was established in 2011 and tasked with creating NATO Urban Operations (UO) doctrine that enhances the Alliance's operational effectiveness through the attainment of interoperability among Alliance forces, NATO forces of partners, and other States.

2.   In accordance with the assigned task and above References, the NUO NTG TG has developed the ATrainP-3 Education and Training for Urban Operations.

3.   The aim of the ATrainP-3 is to provide NATO and partner nations with a user-friendly coherent publication forming a common basis for the education and training of units, sub-units, and staffs in order to enhance interoperability during NATO lead multinational UO.

4.   This publication should be used in close conjunction with ATP-99 (Urban Tactics), ATP-3.2.1. (Allied Land Tactics), and should refer to AJP-3.2. (Land Operations).

5.   This ATrainP-3 may, on a need to know basis, be released to non-NATO nations and/or International Governmental Organizations by a NATO nation or command, and can be posted on freely accessible NTG and internet NUO NTG TG websites without further authorization from the chairman NTG or HQ SACT. The releasing nation or command is responsible for:

   a.   Informing the chairman NTG when distributing this ATrainP-3 to other nations.

   b.   Providing updates of the publication to receiving nations and/or organizations as required.

6.   Change proposals to the ATrainP-3 may be submitted by any nation through the NTG Section, HQ SACT, and all users are invited to send amendments/comments and suggested improvements to the NATO Training Group/Joint Services Sub Group (OPS.NTG@hq.nato.int) or to the NUO NTG TG (scott.kinner@usmc.mil).

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1.1. GENERAL

Urban environments (UE) have always been important focal points of conflicts. UE present the most complex terrain that exists. Every UE shares three main characteristics that are intertwined and are virtually inseparable: a complex manmade physical terrain, a population of significant size, and infrastructure. UE are the political, cultural, and economic centres of societies. They contain production and storage facilities, information centres, seaports, airports, transportation hubs, access to waterways, etc. The concentration of societies around urban centres will increasingly be the case as the world continues to urbanize and industrialize during the 21st century.

The challenge for (Alliance) forces is how to operate in an UE to defeat threats embedded and diffused within the population, without causing catastrophic damage to the functioning elements of the society and casualties to the civilian population. UE have always been seen as complex terrain or system. The understanding of this system goes far beyond the traditional Joint Intelligence Preparation of the Battlespace (JIPB) process. Consequently, traditional training needs to be adapted to this complex environment.

1.2 PURPOSE

The aim of this Allied Training Publication is to help commanders and sub-commanders to identify what operations and tasks at the tactical level their units should be able to conduct within the UE, during a multinational operation.

1.3. SCOPE

Tasks identified will focus on manoeuvre elements, and limited to battalion (Bn) and company (Coy) level.

1.4. STRUCTURE

This publication is divided into four chapters: introduction, UO training foundations, training modules (Bn and Coy level), and evaluation.

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> **CHAPTER 2   CONCEPTUAL APPROACH TO THE TRAINING AND EDUCATION FOR URBAN OPERATIONS**

2.1. INTRODUCTION

Urban operations (UO) training is focused on three major components: basic individual capabilities, basic branch-specific capabilities, combined and joint training. Every component is essential to make this three-level process a relevant whole. Should the individual and collective basics be mastered, it would be meaningless not to end the process by a joint and combined training since the cooperation between combat, combat support, combat service support and other services is a criterion for success in UO. It would be pointless to launch any combined training without reliable individual and collective fundamentals.

After describing the three major components, this chapter will end with a detailed description of UO education, training, and exercise (ET&E).

2.2. BASIC INDIVIDUAL CAPABILITIES

The soldiers employed in UO must possess special knowledge and abilities and must master special skills that are subsequently referred to as **basic individual capabilities**.

These basic individual capabilities enable any soldier, within a minimum of time and under stressful situations:

      a.   To take action proactively within the higher commander's intent

      b.   To adapt rapidly to changing situations

      c.   To retain his focus on mission accomplishment

      d.   To make ethical decisions

Basic individual capabilities comprise:

      a.   Basic techniques

      b.   Physical fitness

      c.   Mental endurance

      d.   Weapon proficiency

      e.   Proficiency in tactical communication

f.   Proficiency in First Aid and Self Aid

g.   Fundamentals in chemical, biological, radiological and nuclear (CBRN)

h.   Basic knowledge on explosive ordnance (EO) awareness skills and basic countering-improvised explosive devices (C-IED) knowledge

i.   Essential linguistic skills and cultural understanding

j.   Basic sniper and counter sniper operations

Detailed practice is required to learn the basic individual capabilities. Training at night and in reduced visibility is essential as well as training in an all-arms context.

2.3.   BASIC BRANCH SPECIFIC CAPABILITIES

Training subjects for UO should be specified in the national branch-specific doctrine. In this context, platoon level training is of particular significance.

2.3.1. Infantry

To achieve control and establish a safe and secure environment in UO, the infantry will require mastery of the following sets of capabilities:

a.   Master close quarters fighting and structure clearing

b.   Master basic hand-to-hand fighting techniques

c.   Operate in the UE by day and during no or limited visibility in cooperation with all elements collaborating with infantry including armoured forces

d.   Protection and defence of designated points or areas, to include ability to control escalation of force as the situation dictates

e.   Master Crowd and Riot Control (CRC)

f.   Cooperate with fire support elements and aviation within the joint fire support system, including the employment of joint fire support teams (JFST)

g.   Support special operations forces (SOF)

h.   Conduct mounted and dismounted patrolling

i.   Operate checkpoints and observation posts

j.   Conduct military search

k.   Relieve encircled forces

l.   Target designation and target marking procedures (air/ground)

m.   Carrying out raids against key points, seizing and holding key terrain

n.   Support explosive ordnance disposal (EOD) operations

o.   Conduct airmobile operations

2.3.2. Armoured Forces (Armour and Mechanized Infantry)

During UO, armoured forces fight in close coordination with dismounted elements. Armoured forces are particularly well-suited for rapid, object-related approaches thanks to the following capabilities:

a.   Protection provided by main battle tanks (MBT), armoured combat vehicles (ACV) and armoured infantry fighting vehicles (AIFV)

b.   Operational effectiveness provided by a broad spectrum of weapons and effectors

c.   Ability to fight both mounted and dismounted

Armoured units may operate independently of dismounted forces when on the urban fringe where views, fields of fire, standoff distances and space allows manoeuvre. Once committed into the UE, armoured units will need permanent close support from dismounted units.

To gain control in an UE, the following sub- capabilities/skills are required, taking the presence of the local population into account:

a.   Operating in combined-arm detachments with infantry, in coordination with combat support and combat service support in confined, close terrain with complex infrastructure

b.   Integrating JFST rapidly and precisely, making full use of available joint delivery systems

c.   Engaging conventional and asymmetrically operating opposing forces at various ranges within a multi-dimensional environment with the main gun/vehicle rapid-fire weapon system as well as with the secondary weapon in coordination with/support of teams of riflemen

d. Engaging enemy snipers behind cover with the main gun/vehicle rapid-fire weapon system as well as with the secondary weapon in coordination with teams of riflemen and snipers

e. Integrating teams of riflemen in mounted combat

f. Carrying out raids against key points, seizing and holding key terrain

g. Operating with unmanned aircrafts (UA) in cooperation with ground-based station

h. Carrying out the full spectrum of reconnaissance/surveillance/interdiction missions

i. Conducting patrols with and without combat vehicles (mounted and dismounted)

j. Establishing and operating (temporary or permanent) checkpoints with armoured sections

k. Providing security for transports escorting other units or convoys

2.3.3. Intelligence Surveillance Reconnaissance assets

With its reconnaissance patrols and radar teams, light reconnaissance squads, human intelligence (HUMINT) teams, long range reconnaissance patrols, electronic warfare (EW) assets as well as unmanned aircraft (UA), the intelligence, surveillance, reconnaissance (ISR) units contribute to the military intelligence picture and distribute using command, control, communications and computers (C4). When together with ISR, this is known as C4ISR. Besides the capabilities provided by dismounted reconnaissance forces on the ground, one key to success is the combination of all assets (robotics, technical reconnaissance assets such as unmanned ground vehicles and UA as well as standoff reconnaissance systems) and their de-confliction in a confined area and UE. The resulting picture must be provided to the lowest tactical levels as fast as possible. To employ the ISR assets successfully in an UE, the following capabilities are of particular importance:

a. Data collecting on urban infrastructure

b. Conducting HUMINT operations

c. Being conversant with the procedures for inconspicuously initiating and conducting autonomous scout and long-range reconnaissance of high value targets in an UE by means of standoff special optical and optronic reconnaissance

d.   Mastering camouflage and deception measures, especially for sensors and hidden observation points in an UE

e.   Managing the employment of UA over the UE in combination with ground-based reconnaissance assets

f.   Mastering firing procedures to break out of concealed positions and remote observation points as well as when a HUMINT operation escalates

g.   Successfully coordinating the optimal employment of remote sensors from within and in close proximity of buildings

h.   Efficiently following emergency procedures to rescue and evacuate deployed forces in an UE

i.   Being conversant with procedures to evaluate, process, and forward intelligence in near real time by means of long range, hard-to-detect communication links

2.3.4. Fire support

Despite the huge constraint represented by UE, fire support elements are able to conduct their overall missions both on intelligence and fire matters during all the phases of UO. Contributing substantially to joint fire support (JFS), indirect fires essentially support land forces operations in order to keep fire superiority and to contribute to the defined main efforts.

1.   The specific and challenging UE calls for:

a.   The use of fire support capability and availability to increase general force protection

b.   A well-defined discrimination in acquiring and engaging targets

c.   A continuous and permanent engagement of observed targets

d.   An accurate precision of all indirect fires

e.   The use of precision ammunitions and effects

f.   An accurate coordination between all fire support assets and other combined/joint means

g.   A densification of acquisition and observation assets on the ground

h. A proactive planning of fire support assets employment in close coordination with intelligence and joint assets (Air, SOF)

2. Therefore, the fire support training in UE will emphasize:

a. The coordination with combined and joint units on the ground (time, space, effects)

b. All possible combinations offered by other specific means (radars, air assets, SOF assets)

c. The consideration of secondary ammunition effects on the local population, the friendly forces manoeuvre, or the urban structures

d. The definition of an integrated targeting process for the considered UE

e. The reinforcement of each combined detachment with a Joint Terminal Attack Controller (JTAC)

f. The adaptation of techniques and tactics (howitzers' manoeuvre and trajectory manoeuvre, combination of assets and effects, direct fire techniques, fusing fires)

g. The consideration of air space management

2.3.5. Air Defence

Air defence assets are able to conduct their overall conventional missions both on acquisition and fire matters during all the phases of UO. Main mission is to provide friendly forces global safety against airborne threats/air assets of asymmetric and conventional forces over the UE.

1. The specific and challenging UE calls for:

a. The use of air defence assets capability and availability to increase general force protection

b. The networking of reconnaissance, command and control (C2) and weapon systems to compensate high mask angles caused by infrastructure and existing radar masking

c. A well-defined discrimination in acquiring and engaging air targets

d. Very accurate weapons control orders for opening fire

e. The improvement of self-protection capability for air defence units

    f.   Taking into account the possible collateral damages and fratricides due to the destroyed aerial assets

    g.   The settlement of a rapid and flexible coordination method for the use and control of the area of operation (AOO) airspace by all aerial means (airplanes, helicopters, UA, artillery) operating at short, close-in, and close ranges

2.   Therefore, the air defence training in UE will emphasize on:

    a.   The coordination with combined and joint units on the ground (time, space, effects)

    b.   The adaptation of air defence techniques and tactics (location of operating light air defence systems from/on rooftops, multi-storey car parks)

    c.   The air defence coverage of particular points (Headquarters, logistic points, avenue of approach to the UE)

    d.   The establishment and keeping of liaisons inside the C2 network

    e.   The settlement of air space management in close coordination with Air Forces

2.3.6. Military Engineers

In the UE, military engineers mainly conduct mobility operations. Using their organic reconnaissance and scouting assets, they contribute to the operational picture. In addition, they improve the survivability of friendly forces and impede and canalize enemy movements.

Beyond their traditional combat missions, military engineers can use their EOD and search capabilities, vertical mobility support and breaching assets. The military engineer divers are also able to recon the subterranean networks.

In stabilization operations, military engineers help to improve the living conditions and force protection of friendly forces and the local population alike, through infrastructure support, water, and power production

1.   Main training efforts regarding mobility support in the UE:

    a.   Providing military engineer intelligence to combat units

    b.   Conducting military engineer reconnaissance and providing advice including the technical assessment of infrastructure

c.   Opening paths to/through buildings with specific military engineer equipment

d.   Breaching obstacles

e.   Conducting EOD activities

f.   Maintaining and hastily recovering infrastructure, in coordination with infrastructure specialists

2.   Main training efforts regarding counter-mobility support in the UE:

a.   Blocking lines of communication

b.   Denying access to infrastructure

c.   Denying the use of subterranean networks

d.   Setting up lethal and non-lethal barriers to protect areas and impede and channel movements

e.   Fortification of objects

3.   Main training efforts regarding force protection in the UE:

a.   Supporting fire prevention and firefighting measures as well as measures to rescue individuals

b.   Establishing sectors of fire and observation areas (demolition of buildings) by means of explosives and military engineer equipment

c.   Fortification of structures

2.3.7. CBRN Defence

Mainly light CBRN defence assets support the forces employed in UO in accomplishing their mission both under a CBRN threat and in a CBRN environment. They enhance survivability through CBRN reconnaissance, provide support by carrying out thorough decontamination, provide warnings, and conduct evaluations. The threat to be countered emanates both from explosive ordnance (including improvised explosive devices/IED) with CBRN agents and/or hazardous CBRN substances and from other hazardous CBRN substances of industrial origin. In UO, CBRN defence forces need the following additional capabilities:

a.   Dismounted CBRN sampling

b.   Limited decontamination of mission-essential infrastructure (roads, buildings and facilities)

c.   Cooperation with forces of other joint military services such as military fire protection personnel (only water transport), force protection and medical CBRN defence

d.   CBRN EOD capability

2.3.8. Aviation

Rotary wing aircraft are the most flexible and mobile asset to support ground forces employed in complex UE. Being independent from terrain conditions, they can use freedom of action for the benefit of surprise and use the airspace for more reliable C2 capacity, day and night reconnaissance, wide range of combat missions and in order to land or pick up different kinds of assets by the fastest possible means. Although stealthy, when conducting exposed air movements over the UE, they are particularly endangered by small arms and light air defence fire. Possible training subjects are:

a.   General dynamic flight and low-altitude flight procedures/manoeuvres in obstacle-rich terrain

b.   Cooperation with ground forces, specifically for combat identification and air support procedures

c.   Upgraded self-reliance

d.   Orientation in an UE

e.   Necessary night adaptation to luminous pollution

f.   Delivery of standoff and precision fire

g.   Precise and competent cooperation with all required forces e.g. as part of qualified aero medical evacuation

2.3.9. Logistics

Logistic assets must be configured to support UO, especially the material readiness and sustainability of the troops in contact. Logistics facilities are generally set up on the periphery of the UE, trying to use commercial or industrial areas. The support elements are deployed so as to reduce the time allowed for delivery. Logistics facilities are easily detectable targets for potential enemies. Accordingly, they are normally protected by additional forces.

Therefore, logistics units need to focus their UO training on:

a. The use of protected logistics vehicles, at least with armoured cabins: load carriers, recovery trucks. For medical evacuation, mastering of medical armoured vehicles

b. Driving on narrow and sometimes damaged or destroyed roads in complex UE

c. Identification, marking and monitoring logistic lines of communication (LOC) by traffic control units

d. Detecting and coping with urban ambushes

e. Mastering of C-IED skills

f. Combat first aid drill, especially carrying stretchers in confined terrain within damaged infrastructure and reinforcement for the mobile emergency posts

g. Pre-position supply items (water, food, ammunition) by using pre-loaded dismountable racks

h. Self-protection against hostile crowd or riot (CRC)

i. Cooperation with other army branches to canalize civilian population, in case of evacuation before a military action

2.3.10. Signal Troops

C4 assets must be interoperable to be connected to the core system provided by the command support forces of the Joint Support Service. In the UE, the electromagnetic wave propagation is strongly influenced and limited by infrastructure (masking effects). This mainly affects the establishment and operation of local communication networks. Potential limitations for the use of combat net radio in an UE must be addressed in the training of all soldiers using radio sets and taken into account in the C4 of units in UO.

It is therefore necessary for the actors of the communication and information systems (CIS) branch to analyse the electronic environment prior to any engagement in UE, i.e. to study:

a. The CIS plan to consider promulgation issues and plan for redundancy

b. The management and frequency sharing with other branches

c.   The implementation of appropriate solutions (microwave in sight, radio relay tag GSM, antenna location)

d.   The possible use of existing cabled or wireless telephone network infrastructure

e.   The acquisition of increased localization and mapping if required

f.   The network architecture and differentiation of networks to be implemented

g.   Interoperable means of communications and information systems (including allies)

h.   Integration of reinforcements' arms

i.   The establishment of a specific procedure for UO in nominal and degraded modes

j.   Tactical terrain walks in real cities will comprehensively replicate all the above-mentioned restraints and constraints and should be considered as the acme of UO training for signal troops

k.   The user of the CIS devices will master the use of these information systems and communications including electronic maps and global positioning systems (GPS)

The risk associated with too much information received is real in UE because of the potential nesting and the need to update the status field. Each user must make sure to pass down useful syntheses.

2.3.11. Special Operations Forces

The preparation of special operations in the UE is governed by the SOF doctrine and the guidelines specified by the Director, SOF, and as such will not be addressed in more detail.

2.3.12. Military Police

The military police (MP) (AJP 3.21) will provide policing capabilities for UO as required by the given situation and mission. Where the mandate provides the appropriate legal framework, MP personnel may also temporarily be assigned police tasks in order to maintain or restore public order and safety, if and as long as regular police forces are incapable or not sufficiently capable of doing so.

In UE, they will cooperate closely with civilian police, other authorities and organizations performing security tasks and other nations' MP. Within their specialist capabilities, MP should focus their UO training on:

    a.   Military law enforcement: patrol duties, collection of stragglers, policing sites where relief supplies are distributed

    b.   Military traffic control: assistance in planning, controlling and supervising military road movements, and escorting tactical movements

    c.   CRC operations

    d.   Enquiries and investigations to clear up allegations and crimes as well as accidents

    e.   Area and point defence: assisting in the protection of particularly classified and sensitive facilities and critical infrastructure, area and convoy protection and the protection of LOC

    f.   Multifunctional MP operations: search-and-seize operations, assisting with rallying, controlling and directing refugee movements, employment of narcotics and explosives detector dog teams, escort and guide services, MP specific contributions to armed forces tasks in the handling of detained persons (e.g. arrests and transport), and to the establishment and operation of detention facilities

2.3.13. Medical Service

Medical support during deployments is based on an integrated system of medical treatment facilities (MTF) of different roles and an efficient medical evacuation chain. Continuous medical support across all levels must be ensured by means of:

    a.   Permanent presence throughout the theatre of operations

    b.   A system consisting of mobile and fixed components

    c.   Qualified medical evacuation, especially aero medical evacuation in order to act within the "Golden Hour"

    d.   Timely relief of exhausted medical personnel

    e.   Timely personnel and materiel replacements

    f.   Suitable protection measures

One particular challenge of UO is the need to ensure continuous medical support in operations of changing degrees of intensity and, if required, with seriously limited

tactical mobility or even isolation/surrounding and potentially high numbers of casualties or impossibility to evacuate wounded in action (WIA) at once. UO place particular demands on the medical service, especially on the medical forces deployed throughout the theatre of operations as well as on the personnel of the medical cells in the command posts when cooperating with the supported units. In case of a potential threat posed by hazardous CBRN substances, CBRN medical defence personnel should be employed to provide support. (Air-) Mobile emergency physician teams are mainly employed to establish points of main effort in complement of role one medical facilities (air-transportable aid station, mobile aid station), and to escort convoys.

Given the prevailing asymmetric threat as well as difficult and time-consuming supplies along lines of support, mobile medical assets must be enabled to accomplish their mission in interaction with robust forces. This may include combat actions until the medical support mission can be accomplished. The prevailing asymmetric threat and flows of refugees may seriously affect the operational efficiency of medical facilities. Accordingly, training for UO must be aimed at developing the following specific capabilities:

a. Partly autonomous and robust action of medical teams and (air) mobile emergency physician teams interacting with manoeuvre forces

b. Mounted/dismounted employment of medical teams including potentially prolonged preclinical casualty care under adverse conditions

c. Driving medical support vehicles on narrow and complex roads (individually or in convoy)

d. Interaction with ground forces as part of recovery, casualty care and evacuation, as well as joint training with other forces starting at subunit level

e. If needed, reinforcement by supplementary role one medical teams

f. When some stability in the operations is obtained, possibility to carry out damage control surgery thanks to deployment of a role two MTF

2.3.14. Civil-Military Cooperation

Civil-Military cooperation (CIMIC) is understood as the coordination and cooperation, in support of the mission, between the NATO Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organizations and agencies: applying CIMIC principles will contribute to a comprehensive approach. Commanders need to understand the environment, the objectives of any governmental and non-governmental organisations as well as the local national leaders. CIMIC operators are critical assets in support of the Commander in taking care of civilians within the UE.

2.3.15. Information Activities

Winning the population's support is a key factor particularly in a UE and essentially contributes to the success or failure of such operations. Information activities enable military leaders to address the attitude and intentions of adversaries, parties to the conflict, and the civilian population in theatre and to influence them in favour of the conduct of the operation. For UO, PSYOPS forces should be involved in operational planning, target planning and fire coordination early enough. Forces conducting information activities provide essential support to manoeuvre forces.

Forces conducting information activities should focus their UO training on:

    a.   Reducing the enemy forces' will to fight by exerting psychological influence on them

    b.   Influencing the parties to a conflict to behave as needed for the conduct of the operation

    c.   Encouraging the civilian population to behave in conformity with the situation's requirements

    d.   Making own activities widely known

    e.   Taking escalating or de-escalating action with other forces at demonstrations or when facing barricades, thus giving the tactical leader the option of resorting to non-lethal effects

    f.   Integration within combat units

2.3.16. Geospatial Support

At all levels, up-to-date and high-resolution geospatial information (geo-information data and products) is crucial to the successful preparation and conduct of UO. Lacking or insufficient geospatial information in the planning, preparation and conduct of UO may lead to incalculable risks including loss of life and materiel as well as collateral damage. That is why the timely provision and availability of geospatial information at all levels requires particular attention.

The geospatial information provided must be tailored to live up to the challenges posed by the UE. They will support UO training by:

    a.   Producing most detailed scale representation possible of the UE for all operational phases

    b.   Use of (aerial or satellite) imaging reconnaissance assets with maximum resolution

c.   Three-dimensional representation of the urban setting

d.   Assessment of environmental influences (weather briefing) in the planning and preparation phase

It is in the UE (multi-storey buildings) that the usability of GPS navigation systems may be impaired. For this reason, the use of further navigation assets (hybrid navigation systems in vehicles) as well as precise geo-information products (to assist individual soldiers with their orientation) is of particular importance. Focused training for UO prior to an operation as well as the direct preparation for specific operations are the key enablers for successful UO. The most realistic, dynamic representation (simulation) of the area of operations is vital for the training to be a success at all levels.

2.3.17. Electronic Warfare

UO forces have to be supported with EW capabilities and assets in their fight for information superiority, more effective engagement, and better survivability. An EW unit made up of signal intelligence and non-weapon system specific EW assets is capable of reconnoitring and jamming enemy communications, including cellular radio networks, and detecting radar emissions. This means that

a.   Information transmissions of the parties to a conflict can be obstructed in such a way that timely actions are made more difficult or even impossible

b.   Their communication, localization, navigation, and guiding systems can be influenced in such a way that their effect will be reduced

c.   Own intentions can be concealed

d.   The parties to a conflict can be misled into making wrong assumptions, or such assumptions can be enhanced

In addition, special jammers can considerably reduce the threat posed by radio-controlled improvised explosive device (RCIED). Measures to act on the information environment are to be coordinated with other information activities as part of information operations. The employment of EW forces must be planned early enough to ensure the related intelligence is available in time. Successful cooperation between Army and EW assets depends on clear arrangements, concerted action and technical know-how. Operations of EW assets should be addressed in leadership training. Interaction must be rehearsed as part of pre-deployment training.

2.3.18. Conclusion

With rapidly changing situations, UO are and will remain a particular challenge for all those involved. Consistent and strictly combat-oriented training will ensure mission

accomplishment even in phases of an apparent ease of tensions. In training, soldiers must be regularly exposed to changing situations to understand that a temporary low intensity phase in theatre can quickly turn to a higher intensity situation. This will challenge and prepare them for prevailing in similar scenarios. The branch specific training is the prerequisite for the joint and combined training.

2.4.   COMBINED ARMS TRAINING

In the complex UE, the different branches are not able to force success on their own; therefore, integration to the lowest level is a prerequisite for successful operations, for instance an infantry platoon reinforced with a military engineer pair, an MBT and a JFST.

Interaction between combat, combat support, and combat service support units as well as assets of other joint military services needs education and training at every level, down to platoon level. That is why imparting the basic doctrine of units belonging to other joint military services is so important in leadership training.

Because of the characteristics of the UE, it is assessed that the lowest levels must be able to integrate combat and combat support effects in order to perform the mission. The requirement to adapt to various situations in a timely manner compels leaders to integrate combat support (manoeuvre, combat support and combat service support) in the structures of the sub-battle group (Coy group/team). This integration needs common understanding and common tactics, techniques and procedures (TTP).

This integrated training needs robust basic branch-specific capabilities (described in chapter 2.3.) and requires an extensive individual and collective training period before the deployment. Leaders must be educated in the capabilities of their attached arms and services in order to gain the most benefit. Collective training will consist of a gradual increase in complexity, scale and duration.

2.5.   DETAILED DESCRIPTION OF URBAN OPERATIONS EDUCATION/ TRAINING & EXERCISE

2.5.1. Training Considerations for every Individual

Ambiguity and uncertainty are constants of UO, and all soldiers, regardless of origin, must be trained to deal with this. There is a need to develop physical and mental robustness for all soldiers, non-commissioned officers (NCO), and officers to ensure they are capable of applying the basics to survive and win in close combat. Knowing when and how to act is essential to mission success at all levels.

To achieve the above-mentioned goal, it is vital that all soldiers be capable of carrying out the following skills.

Skill / Capability	Proposed training subjects
Basic techniques	Room clearing, entry techniques, stair clearing, search, first aid, CBRN, navigation communication, EO awareness skills
Weapons proficiency	Close quarter shooting, security measures to avoid fratricides and collateral damages, common knowledge of unit-weapons, distinguishing between combatant targets and civilians
Understanding of the physical environment	Cover, concealment, use of the depth of rooms, determination of the best approach in the UE
Physical fitness	Combat conditioning (training with full equipment and ballistic protection) and urban obstacle courses
Mental endurance	Combat conditioning contributes to a better confidence. The implementation of stress factors such as sounds, smells, (changing) temperature, humidity obscured vision, and darkness leads to better mental endurance. These effects are enhanced when used in enclosed training spaces like shooting houses or subterranean facilities
Cultural understanding	Cultural and religious awareness, language phrases

Table 2-1 Individual training skills

2.5.2. Training Considerations for NCO and Officers

1.   General

UO-related topics should be taught at the national military schools and/or academies to include not only military aspects but also themes relating to worldwide urbanization and topics such as humanitarian and cultural awareness. Education should include ethical decision making under stress. This comprehensive approach to education will support the understanding of the military aspects of UO tactical training in later stages.

In relation to non-military threats, specific courses on technical risks should be designed for NCO and officers. These courses should focus on the dangers encountered in an UE such as fires, thermal and electrical risks, explosion risks (gas), and so on. It is also relevant to determine the location of those risks (buildings, centres, industrial and subterranean areas). In this regard, it is appropriate to recognize the cooperation and the importance of using the knowledge of specialized units.

2.   Presence, posture and profile

Soldiers and their junior leaders are the first to make contact with the local population in the areas of operations. Soldiers' behaviour has its influence/effects on the local population. First impressions and follow ups are important for both sides and play an important role in winning the hearts and minds of the population. Appropriate ET&E for junior leaders is, therefore, important and must be implemented in the overall ET&E.

Soldiers and junior leaders have to be trained for crowd (hostile or not) control and support of population refugees and displayed persons.

3.   CBRN materials and toxic industrial hazards (TIH)

The UE can contain TIH, stored in CBRN objects (structures, containers and transport). These objects may pose a threat to military forces and the local population and, therefore, influence the mission. These objects can be attacked or accidents may occur, which can lead to a CBRN release. Proper decisions and/or measures must be taken to minimize the risk of such a release, and in case of such a release, mitigate the resulting effects. Junior leaders and their soldiers are possibly the first who are confronted with these situations. To be able to detect such threats and react properly, it is essential that basic CBRN knowledge in UO is taught and trained.

4.   Weapon limitations and weapon/ammunition effects

Weapon limitations primarily concern heavy armour and artillery and the risk of collateral damage for own troops and population involved. Weapon and ammunition effects on their immediate surroundings and target objects must be known by all ranks to be able to calculate the risks of collateral damage and rules of engagement (ROE). A more detailed impression for UO can be found in Annex C of the ATP-99 Urban Tactics. The education must include the development of an individual understanding of the ammunition effects.

2.5.3. Training Considerations for Units

It is essential that these mission-tailored unit and staff compositions are educated and trained together. Branch-specific training should be conducted before integrating into the comprehensive training of a combined unit.

Training and exercises should be conducted together in the desired force composition with timely integration of branch-specific capabilities (e.g., Aviation Support, CS and CSS units, MISO and HUMINT elements etc). An integrated training approach should focus down to single armoured fighting vehicles (AFV) section level. Training for both dismounts and AFV and MBT crews must include the communication between them and the respective procedures (e.g., target indication). This ET&E can

take place at training moments during peacetime preparations, pre-deployment training, and mission conduct.

2.5.4. Training Considerations for Staffs

Bn staffs must be able to shape the preconditions. They should be trained to fight as a combined arms integration team. In a first stage, awareness and knowledge of the complexity of the UE, including the consequences of all the augmentation, support forces, and other actors involved in UO, is essential. Knowledge of procedures and how to behave/handle local parties and/or nongovernmental organizations (Inter Agency) is needed as early as possible.

Education and courses at (inter-) national (NATO) schools could be a good starting point. Other possibilities include conducting terrain orientation walks, map exercises, and/or computer assisted exercises.

A first step that can be taken at the national level is to have UO scenarios in the national ET&E. The exchange of lessons learned with experienced nations on this issue is another possibility. A memorandum of understanding (MOU) between countries can shape the desired conditions. It is recommended to have courses at the international NATO schools to prepare (complete or organic) staffs for these challenges.

2.5.5. Urban Operations Training Duration

1.   General

The steps described hereafter are based upon the training for combat units. Duration is divided into the minimum and optimum times needed per training period and is based upon level specific tasks and missions. The minimum level indicates that an individual or a unit reaches a threshold of capabilities in UO. The "optimum" level identifies a higher level of proficiency. This estimate is based upon best practices from several NATO nations and is only mentioned as an indication. The total amount of ET&E time can nationally be specified with the implementation of factors like UO tasks to conduct, defined capabilities, available simulation assets, training facilities, and instructor capacity. The complexity of UO requires frequent refresher training in order to reach or to maintain the highest proficiency.

2.   Training duration

Level	Unit	Tasks	Minimum	Optimum
I	Individual	Basic skills and drills	2 days	5 days
I-II	Individual - Squad	Basic TTP by foot	3 days	5 days
I-II	Individual - Squad	Basic TTP mounted and dismounted	2 days	5 days
III	Platoon	Platoon combined arms training (CAT) tasks	1 week	2 weeks
IV	Coy	Coy CAT tasks	2 weeks	3 weeks
V	Bn	Bn missions	2 weeks	6 weeks

Table 2-2 Training duration

It is recommended to think about a (national) method to measure and register the quality of UO ET&E. When these types of overview become available, training staffs will become additional tools to (re)direct ET&E in the desired direction.

2.5.6. Live Firing Training for Urban Operations

1.   General

UO require live firing exercises (LFXs) with dedicated infrastructure in order to be able to conduct close quarter battle (CQB). Consider providing LFX for UO training from the individual up to at least the squad and platoon level of combat units. If possible, CAT elements should be included in this training.

LFX for UO should involve the use of demolitions and heavy weapons employment such as tanks and AFVs. For many countries, available range facilities will become the critical factor. Solutions include reduced range training ammunition. Experience in live firing is important, including JFS assets. The training of danger close fires in an UE is essential for all the parties involved.

2.   Special munitions and simulating live fire training

The use of training ammunition and/or simulation equipment is recommended. Simulation and direct fire engagement simulators make it possible to train force on force with lower costs and on smaller UO training facilities and shooting ranges, which makes it possible to easily repeat actions.

3.   Explosive and breaching ranges

Conducting UO requires the use of explosives. Therefore, soldiers who are carrying out these tasks must be able to train and practice their skills in suitable facilities, within live fire exercises and integrated into combined arms training if possible.

2.5.7. Training Organisation Structure

1.   General

Based upon available national resources (e.g. training staff and training areas) and national circumstances (e.g. travel distances), three courses of action (COA) can be considered to structure basic UO ET&E.

2.   Supported

All units are educated trained and exercised by a special UO training team:

   a.   Preconditions are needed regarding common doctrine and TTP, special (UO) equipment, training facilities, and experienced instructors. ET&E for the different levels can be centrally conducted at (dedicated) Army schools

   b.   The benefit is that all the units are taken care of in the same way. Certification and standardisation of units becomes possible

   c.   Disadvantages are a lack of flexibility because of the centralized planning, travelling time for units, etc.

3.   Autonomous

Units take care of their own basic UO ET&E. Preconditions are needed regarding common doctrine and TTP and complete ET&E books. Units must have their own UO instructors. A (small) group of experienced UO instructors is needed to conduct a train-the-trainer program. This is accomplished at the units' location or at a central location. The benefit is that the units have considerable flexibility in their programming. Disadvantages are that (all) the units must have their UO training facilities up to a specific level, depending on national ambition. Maintaining good quality throughout is difficult. To achieve a specific level, it is recommended to perform an inspection/quality assurance review.

4.   The combination

Taking the best of both methods, depending on the nation's capabilities and resources, could lead to an appropriate UO ET&E method. In that case, the task organization between the units and the centralized structure should be clearly established.

2.5.8. Example of a training program level I and II

Monday	Tuesday	Wednesday	Thursday	Friday
Start-up daily: weapons, equipment, transfer etc.				
Theory on UO Intro to UO; Equipment (individual and squad); Task Org: squad and platoon in UO; Orders and hand signals; Mobility and counter mobility.	**Level I Practical Training** Mounted and Dismounted movement (corners, streets, crossroad); Obstacles (windows, wall climbing); Use of ladders; Mechanical breaching tools.	**Level II Practical Training High level of Force** Team/Squad dismounted movement; Closing in a building; Breaching; Clear a building (high intensity combat); Outside and inside use of ladders; IED threat	**Practical Training Low level of Force** Team/Squad mounted and dismounted movement in a civilian environment; key leader engagement (KLE) with troops in contact (TIC). Anti-Ambush drills (mounted dismounted; Clear a building.	**Simulation and Maintenance** Indoor small arms training simulators (Squad level).
Level I Practical Training Equipment check; Weapon handling; Shooting (blank); High Explosive hand grenade (blank); Firing positions.	**Level I Practical Training** Rappelling; Underground movement; Casualty evacuation (CASEVAC) from a building.	**Level II Practical Training High level of Force** Same as above.	**Practical Training Low level of Force** Same as above.	Facility maintenance Weapon & equipment Maintenance. Evaluation.

Table 2-3 Example of a training programme level I and II

2.5.9. Example of a training program level III

Monday	Tuesday	Wednesday	Thursday	Friday
Start-up daily: weapons, equipment, transfer etc.				
Initial briefing on safety measures demonstrations, equipment etc.	**Practical Training** Reaction to IED thread	**Practical Training** Building clearing	**Practical Training** Prisoners evacuation / casualty evacuation	**Shooting**
Practical Training Street patrolling	**Practical Training** Street clearing CCA drills	**Practical Training** Force protection against a hostile crowd	**Practical Training** Seize and secure a key point	**Shooting**
A second week of training should be focused on combined arms (engineers, fire military police other enablers and support etc.) and may include: barricade breaching, advance along a street under a high level of threat, crowd control, crossing a bridge and / or a river, searching, seizing an entry point, improving a building in order to conduct defensive operation, reaction to a complex attack, conducting an escort. This second week may also include night periods of training and may be concluded by a short assessment exercise.				

Table 2-4 Example of a training programme level III

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CHAPTER 3	TRAINING MODULES

3.1. INTRODUCTION

The following training modules have been designed to identify the necessary skill sets to successfully complete tasks likely to be conducted during UO at the Bn and Coy level. Units conducting training must understand that these modules are a framework only. Such things as C4 are expected throughout and not mentioned in detail. References identified within each module providing the valuable background and detail in the conduct of each task.

3.2. TRAINING MODULE MATRIX

Training modules included in Chapter 3 are as follows:

Module	Task
101	Conduct Joint Intelligence Preparation of the Operational Environment
102	Conduct Intelligence, Surveillance, and Reconnaissance
103	Move to Designated Area / Attack Position
104	Isolate the Urban Environment
105	Deception (Feint Attacks)
106	Conduct the Break-in
107	Advance (to contact) to Key Objectives
108	Isolate Key Objectives
109	Seize Key Objectives
110	Clear Remaining Resistance on Objectives
111	Consolidate and Retain Objective
112	Clear Remaining Resistance Pockets
113	Secure Key Infrastructure
114	Reorganize
115	Assure a corridor – Main Supply Route (MSR)/Lines of Communication
201	Conduct the Perimeter Force Battle
202	Conduct the Disruption Force Battle
203	Conduct the Main Defended Area Battle
301	Control the Urban Environment
302	Manage Hostile Crowds by Civil Disturbance Operations (Crowd and Riot Control)
303	Protect / Evacuate civilian population
304	Participate in Restoration of Local Government
305	Provide aid to the population, provide mobility on roads, provide essential needs, restore airfields, and enable humanitarian aid

3.3.   MODULES

3.3.1. TRAINING MODULE 101 – Conduct Joint Intelligence Preparation of the Operational Environment

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and conduct a joint intelligence preparation of the operational environment (JIPOE) in the UE
- Knows different aims, principles, and terms of reference for JIPOE

Bn Level	Identify centre of gravity Conduct natural terrain analysis Conduct human terrain analysis Identify critical vulnerability Classify UE Provide cultural insight Identify lines of communications Conduct frame-work and network analysis Conduct structural analysis (e.g. water supply, power supply, TIC / TIM etc.) Provide social analysis Provide economic analysis Conduct threat assessment analysis
Coy Level	Conduct natural terrain analysis Conduct human terrain analysis Conduct route reconnaissance Conduct street pattern and subterranean analysis Conduct lines of communication analysis Identify pattern effects Conduct social analysis Conduct threat assessment
Training Contents	Human terrain analysis Natural terrain analysis Structural analysis Cultural awareness Reporting procedures Threat assessment
Compulsory Prerequisite and Related Modules	102 - Conduct ISR 108 - Isolate key objectives 109 - Seize key objectives 111 - Consolidate and retain objective

References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics

3.3.2. TRAINING MODULE 102 – Conduct Intelligence Surveillance and Reconnaissance

OVERALL TRAINING OBJECTIVE

The unit (several topics might be done on superior level, i.e. identify SIR, PIR, CCIR, submit and analyse RFI):

- Is able to conduct ISR in the UE
- Knows different aims, principles, and terms of reference for offensive operations with regards to the break-in

Bn Level	Identify information requirements Determine commanders critical information requirements (CCIR) Derive/ identify priority intelligence requirement (PIR) Derive/ identify specific intelligence requirement (SIR) Identify intelligence gaps Evaluate available assets Recommend ISR assets Develop ISR synchronization plan Issue ISR collection plan Issue Intelligence collection plan (ICP)
Coy Level	Synchronize ISR assets Submits RFIs Identify intelligence requirements Execute ISR synchronization plan Conduct reporting procedures Assess ISR operations Monitor ISR operations Report enemy tactical activities
Training Contents	Intelligence cycle (planning and direction, collection, processing, analysis and production, dissemination) Implementation of ISR assets
Compulsory Prerequisite and Related Modules	101 - Conduct JIPOE 108 - Isolate key objectives 109 - Seize key objectives 111 - Consolidate and retain objective

References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics AJP-2 Joint Intelligence, Counter-Intelligence and Security Doctrine AJP-2.1 Allied Joint Doctrine for Intelligence Procedures AJP-3.10 Allied Joint Doctrine for Information Operations

3.3.3. TRAINING MODULE 103 – Move to designated area/attack position

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare and occupy an attack position
- Knows different aims, principles, and terms of reference for offensive operations

Bn Level	Issue plans and orders Conduct passage of lines conduct Tactical manoeuvre Employ combat formations Provide fire support Employ obscurants Understand and apply rules of engagement
Coy Level	Make last minute coordination and tactical adjustments Prepare specialized equipment for immediate use Employ combat formations Conduct counter ambush actions Conduct counter-sniper actions Conduct tactical movement Occupy an area Occupy an attack position Provide local protection
Training Contents	Conduct troop leading procedures Tactical movement Occupy appropriate release point Reporting procedures Methods required for consolidation Actions on contact
Compulsory Perquisites and Related Modules	101 - Conduct JIPOE 103 - Move to a designated area / attack position 107 - Advance (to contact) to key objectives

References and Supporting Documents	ATP-99 Urban Tactics

3.3.4. TRAINING MODULE 104 – Isolate the urban environment

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to provide information on enemy disposition
- Prevents enemy withdrawal or limit withdrawal routes
- Prevents enemy reinforcement

Bn Level	Control measures Orders Resource management of combat multipliers and operational supports Coordinate fire support
Coy Level	Coordinate with higher HQ to understand their place in the mission Develop and issue coy level orders Plan and provide for integral security Plan and coordinate logistical assets and combat multipliers Prevent enemy withdrawal Prevent enemy reinforcement Provide clear and timely communications to Bn HQ regarding the changing situation Provide fire support
Training Contents	Types, purpose, and object of isolating UE Task organization required to isolate UE Principles and terms of reference to isolate UE Employment of indirect fire and close air support (CAS) in the UE methods required for preventing the enemy from reinforcing Methods required to conduct a forward passage of lines
Compulsory, Prerequisite and Related Modules	103 - Move to designated area / attack position 108 - Isolate key objectives 109 - Seize key objectives 110 - Clear remaining resistance on objectives 111 - Consolidate and retain objective

References and Supporting Documents	ATP-99 Urban Tactics AJP-3.2 Land Operations AJP-3-2.1 Land Tactics

3.3.5. TRAINING MODULE 105 – Deception (Feint attacks)

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare and conduct a feint attack in the UE
- Knows different aims, principles, and terms of reference for feint attack

Bn Level	Develop effective control measures Develop and Issue Bn level orders that: • are simple, with limited objectives • synchronize direct and indirect fire support • include a plan for obstacle clearance • include a direct fire support plan • concentrate combat power • include deception (where possible) Effective management of combat multipliers and operational supports Coordinate fire support
Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Establish a foothold on the edge of the built-up area Seize key objectives that dominate the area Establish routes for forward passage of lines Be prepared to provide fire support for subsequent stages of the operation Provide fire support
Training Contents	Types, purpose, and object of conducting feint attack Task organization required to conduct feint attack in the UE
Compulsory Prerequisite and Related Modules	103 - Move to designated area / attack position 108 - Isolate key objectives 109 - Seize key objectives 110 - Clear remaining resistance on objectives 111 - Consolidate and retain objective

References and Supporting Documents	ATP-99 Urban Tactics AJP-3.2 Land Operations AJP-3-2.1 Land Tactics

3.3.6. TRAINING MODULE 106 – Conduct the Break-In

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and conduct a break-in the UE
- Knows different aims, principles, and terms of reference for offensive operations with regards to the break-in

Bn Level	Develop effective control measures Develop and issue Bn level orders that: • are simple with limited objectives • synchronize direct and indirect fire support • include a plan for obstacle clearance • include a direct fire support plan • concentrate combat power • include deception (where possible) Effective management of combat multipliers and operational supports
Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Establish a foothold on the edge of the built-up area Seize key objectives that dominate the area Establish routes for forward passage of lines Determine the strength, location, and future intentions of the enemy Be prepared to provide fire support for subsequent stages of the operation

Training Contents	Types, purpose, and object of the break-in Task organization required to conduct break-in Principles and terms of reference for break-in operations Employment of indirect fire and CAS in the UE Methods required to conduct building entry (breach) Methods required to clear the structure Methods required for consolidation Methods required to conduct a forward passage of lines
Compulsory Prerequisite and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 108 - Isolate key objectives 109 - Seize key objectives 111 - Consolidate and retain objective
References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics

3.3.7. TRAINING MODULE 107 – Advance (to contact) to key objectives

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and advance to contact operations in the UE
- Knows the different aims, principles, and terms of reference for offensive operations

Bn Level	Issue plans and orders Understand and apply rules of engagement Adapt task organization Conduct forward passage of lines Conduct tactical manoeuvre Employ combat formations Coordinate fire support Conduct deception operations Provide combat service support (resupply, equipment support) Conduct medical support (role one) and medical evacuation (MEDEVAC)

Coy Level	Adapt task organization Prepare specialized equipment for immediate use Employ combat formations Conduct counter-ambush actions Conduct counter-sniper actions Conduct tactical movement Provide fire support Occupy an area Establish an attack position Protect the occupying force until supporting fire is lifted or shifted
Training Contents	Conduct battle procedures Tactical movement Action on contact Reporting procedures Methods required for consolidation
Compulsory Prerequisite and Related Modules	101 - Conduct JIPOE 103 - Move to designated area / attack position 105 - Deception (feint attacks) 106 - Conduct the break-in 114 - Reorganize
References and Supporting Documents	ATP-99 Urban Tactics

3.3.8. TRAINING MODULE 108 – Isolate Key Objectives

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and isolate key objectives in the UE

Bn Level	Control measures Orders Resource management of combat multipliers and operational supports

Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Execute effective isolation of objective Execute effective consolidation on objective Prepare for forward passage of lines Provide clear and timely communications to Bn HQ regarding changing situation
Training Contents	Types, purpose, and object of isolating key objectives Task organization required to isolate key objectives Principles and terms of reference for isolation operations Employment of indirect fire and CAS in the UE Methods required for consolidation Methods required to isolate key objective Methods required to conduct a forward passage of lines
Compulsory Prerequisite and Related Modules	106 - Conduct break-in 113 - Secure key infrastructure 109 - Seize key objectives 110 - Clear remaining resistance on objectives 111 - Consolidate and retain objective 108 - Isolate key objectives
References and Supporting Documents	ATP-99 Urban Tactics AJP-3.2 Land Operations ATP-3-2.1 Allied Land Tactics

3.3.9. TRAINING MODULE 109 – Seize Key Objectives

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare and seize a key objective in the UE
- Knows different aims, principles, and terms of reference for offensive operations with regards to offensive operations

Bn Level	Develop effective control measures Develop and Issue Bn level orders that: • maximize surprise • result in rapid mission completion to deny enemy time to set up a well-established defense • are focused on the objective rather than the enemy • allow for rapid transition from offense to defense once objective has been captured Effective management of combat multipliers and operational supports
Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Focus on reaching the objective as rapidly as possible Be prepared to fix and bypass enemy not located at the named key objective Be prepared to conduct rapid consolidation Transition quickly from offense to defence
Training Contents	Types, purpose, and object of seizing key objectives Task organization required to seize key objective Principles and terms of reference required for to seize a key objective Employment of indirect fire and CAS in the UE Fix and bypass enemy positions Methods required to conduct building entry (breach) Methods required to clear the structure Methods required for consolidation
Compulsory Prerequisite and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 106 - Conduct the break-in 115 - Assure a corridor – main supply route /lines of communication 114 - Reorganize
References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics

3.3.10. **TRAINING MODULE 110 – Clear Remaining Resistance on Objectives**

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and clear resistance on an objective in the UE
- Knows different aims, principles, and terms of reference for offensive operations with regard to objective clearance

Bn Level	Develop effective control measures Develop and Issue Bn level orders that: • ensure systematic clearance • minimize the danger of collateral damage • clearly identify casualty, POW, and civilian evacuation points Be prepared to support the increased requirement for battlefield administration Maintain command and control throughout the operation to ensure effective coordination of sub-units
Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Maintain command and control of all platoons to ensure effective clearance and minimize the danger of collateral damage Coordinate direct and indirect fire support Clear assigned area of enemy Conduct effective reorganization on completion of each objective
Training Contents	Types, purpose, and object of clearance operations Task organization required to clear an objective Principles and terms of reference required to clear an objective Employment of indirect fire and CAS in the UE Movement in UE Methods required to conduct building entry (breach) Methods required to clear the structure Methods required to reorganize

Compulsory Perquisites and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 106 - Conduct the break-in 114 - Reorganize
References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics

3.3.11.   TRAINING MODULE 111 – Consolidate and Retain Objective

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to consolidate and retain objective in the UE
- Knows different aims, principles, and TTP to consolidate and retain objective in the UE

Bn Level	Develop effective control measures Develop and Issue Bn level orders Task sub-units with mutually supporting defended combat positions Plan alternative positions (if time) Designate a reserve Develop a defensive fire plan Develop an obstacles plan Effective management of combat multipliers and operational supports Provide effective command and control throughout
Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Execute effective defence of objective Provide clear and timely communications to Bn HQ regarding the changing situation

Training Contents	Types, purpose, and object of the consolidation and defence of objective Principles and terms of reference for the defence of an objective Planning and employment of indirect fire and CAS in UE Planning and employment of direct fire Prepare strong points Prepare fighting positions Prepare firing positions Prepare an obstacle plan
Compulsory Prerequisites and Related Modules	109 - Seize key objectives 110 - Clear remaining resistance on objectives 201 - Conduct the perimeter force battle 202 - Conduct the disruption force battle 203 - Conduct the main defended area battle
References and Supporting Documents	ATP-99 Urban Tactics 3.2.1 Allied Land Tactics

3.3.12. TRAINING MODULE 112 – Clear Remaining Resistance Pockets

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and conduct the clearing of remaining resistance pockets in the UE
- Knows different aims, principles, and TTP to clear remaining resistance pockets in the UE

Bn Level	Develop effective control measures Develop and Issue Bn level orders Ensure systematic clearance Minimize the danger of collateral damage Identify casualty, POW, and civilian evacuation points Be prepared to support the increased requirement for battlefield administration Maintain command and control throughout the operation to ensure effective coordination of sub-units Provide effective management of combat multipliers and operational supports

Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Isolate remaining pockets of resistance Seize objective Clear remaining pockets of resistance Conduct effective reorganization on completion of each objective
Training Contents	Types, purpose, and object of clearance operations Task organization required to clear an objective Principles and terms of reference required to clear an objective Planning and employment of indirect fire and CAS in UE Planning and employment of direct fire assets Movement in UE Methods required to conduct building entry (breach) Methods required to clear the structure Methods required to reorganize Isolation of an objective
Compulsory Prerequisites and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 106 - Conduct the break-in 115 - Assure a corridor – main supply route (MSR) / line of communication (LOC) 108 - Isolate key objectives 109 - Seize key objectives 110 - Clear remaining resistance on objectives 114 - Reorganize 111 - Consolidate and retain objective
References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics

3.3.13.   TRAINING MODULE 113 – Secure Key Infrastructure

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and conduct the securing of key infrastructure in the UE
- Knows different aims, principles, and terms of reference for offensive operations with regards to securing key infrastructure

Bn Level	Develop and Issue Bn level orders that: • are simple with limited objectives • include and synchronize direct and indirect fire support • include a plan for obstacle clearance • concentrate combat power • include deception (where possible) Identify key infrastructure Analyze key infrastructure Identify link between population and infrastructure Categorize infrastructure
Coy Level	Identify integral parts of infrastructure Determine the strength, location, and future intentions of the enemy Be prepared to provide fire support for subsequent stages of the operation Seize key objectives that dominate the area Establish a foothold on the edge of the built up area Seize key objectives that dominate the area Establish routes for forward passage of lines Determine the strength, location, and future intentions of the enemy
Training Contents	Types, purpose, and object of securing key infrastructure in UE Task organization required to securing key infrastructure in UE Employment of indirect fire and CAS the UE Methods required to conduct building entry (breach) Methods required to clear the structure Methods required for consolidation Methods required to conduct a forward passage of lines

Compulsory Prerequisite and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 106 - Conduct break-in 108 - Isolate key objectives 109 - Seize key objectives 111 - Consolidate and retain objective
References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics

3.3.14.   TRAINING MODULE 114 – Reorganize

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and execute an effective reorganization in the UE
- Knows different aims, principles, and terms of reference for offensive operations with regards to the reorganization

Bn Level	Develop effective control measures Develop and Issue Bn level orders that: • include a plan to deal with an enemy counter-attack • include a plan for resupply of ammunition, water, and supplies • include a plan for the replacement of casualties Be prepared to deploy reserve in response to enemy counter-attack Develop Bn defensive fire plan
Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Develop hasty defensive positions in preparation for counter-attack Develop Coy defensive fire plan Regroup platoons if casualties have been high Resupply platoons quickly and efficiently Quickly move casualties, POWs, and civilians to designated Bn collection points

Training Contents	Types, purpose, and object of clearance operations Task organization required to clear an objective Principles and terms of reference required to clear an objective Employment of indirect fire and CAS in the UE Develop defensive positions in the UE Create a defensive fire plan Conduct battlefield administration
Compulsory Perquisites and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 111 - Consolidate and retain objective 112 - Clear remaining resistance pockets 301 - Control the urban environment
References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics

3.3.15. TRAINING MODULE 115 – Assure a corridor - Main Supply Route/Lines of Communication

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and execute a route security mission
- Knows different aims, principles, and terms of reference for offensive operations

Bn Level	Issue plans and orders Provide fire support Coordinate CAS Implement control measures Command and control (C2) Understand and apply rules of engagement
Coy Level	Conduct tactical movement Conduct route reconnaissance and clearance Conduct route maintenance conduct C-IED Operations Send a situation report React to a possible IED React to an IED Attack Conduct a local security patrol Conduct route security

Training Contents	Conduct troop leading procedures Tactical movement Reporting procedures Methods required for consolidation Actions on contact Reduce an obstacle Coordinate transit with units with battle space owner CRC
Compulsory Prerequisite and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 104 - Isolate the urban environment 302 - Manage hostile crowds by civil disturbance operations (CRC) 301 - Control the urban environment
References and Supporting Documents	ATP-99 Urban Tactics

3.3.16.   TRAINING MODULE 201 – Conduct the Perimeter Force Battle

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and conduct a perimeter force battle in the UE
- Knows different aims, principles, and terms of reference for defensive operations with regards to the perimeter force battle

Bn Level	Develop effective control measures Develop and Issue Bn level orders that: • sites reconnaissance, direct and indirect fire assets on the outskirts of the UE and beyond • designate a perimeter force commander • incorporate a detailed withdrawal plan (including decision point for withdrawal) Effective management of combat multipliers Integrate perimeter force with the rest of the defensive plan

Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Identify enemy strengths, intentions, and main effort Deceive / destroy enemy reconnaissance and investment forces Destruction of assault forces in assembly areas and forming up points Cover obstacles and avenues of approach with fire Withdraw after inflicting required damage on the enemy without becoming decisively engaged
Training Contents	Types, purpose, and object of the perimeter force battle Task organization required to conduct the perimeter force battle Principles and terms of reference for the perimeter force battle Employment of indirect fire and CAS in the UE Methods required to conduct an effective reconnaissance Methods required to effectively break contact Control measures Integration of obstacle plans
Compulsory Perquisites and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 202 - Conduct the disruption force battle 203 - Conduct the main defended area battle
References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics

3.3.17.   TRAINING MODULE 202 – Conduct the Disruption Force Battle

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and conduct the disruption force battle in the UE
- Knows different aims, principles, and terms of reference for defensive operations with regards to the disruption force battle

Bn Level	Develop effective control measures Develop and Issue Bn level orders that: • maximize the AOO of the disruption force in an area between the perimeter force and the main defensive area • incorporate obstacles that channel and slow the enemy • maximize deception • incorporate effective command and control while maximizing mission command • incorporate protection and duplication of communication • integrate direct and indirect fire support Effective management of combat multipliers and operational supports Provide effective command and control throughout Ensure logistical autonomy of subordinate units
Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Cause enemy attrition Delay and disrupt the enemy Draw the enemy into main defensive area killing areas Confuse the enemy by disguising the layout of the defence
Training Contents	Types, purpose, and object of the disruption force battle Task organization required to conduct disruption force battle Principles and terms of reference for disruption force battle Employment of indirect fire and CAS in the UE Forward and rearward passage of lines Obstacle construction in UE Methods required to effectively break contact Control measures
Compulsory Perquisites and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 105 - Deception (feint attacks) 201 - Conduct the perimeter force battle 203 - Conduct the main defended area battle

References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics

3.3.18. TRAINING MODULE 203 – Conduct the Main Defended Area Battle

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and conduct the main defended area battle in the UE
- Knows different aims, principles, and terms of reference for defensive operations with regards to the main defended area battle

Bn Level	Develop effective control measures Develop and Issue Bn level orders that: • task sub-units with designated killing areas • utilize alternative positions (if time) • task sub-units with mutually supporting defended localities that cover designated killing areas • incorporate a reserve and counter-attack plan • incorporate a defensive fire plan Effective management of combat multipliers and operational supports Provide effective command and control throughout
Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Destroy the enemy within designated killing areas Break up the momentum of the enemy attack Prevent enemy penetration

Training Contents	Types, purpose, and object of the main defended area battle Task organization required to conduct the main defended area battle Principles and terms of reference for the main defended area battle Planning and employment of direct and indirect fire and CAS in the UE (defensive fire plan) Prepare strong points Prepare fighting positions Control measures
Compulsory Perquisites and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 201 - Conduct the perimeter force battle 202 - Conduct the disruption force battle
References and Supporting Documents	ATP-99 Urban Tactics ATP-3.2.1 Allied Land Tactics

3.3.19. TRAINING MODULE 301 – Control the Urban Environment

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare, and conduct security and control related tasks
- Knows different aims, principles, and terms of reference for security and stability operations

Bn Level	Issue plans and orders Develop situational awareness Coordinate populace and resource control Conduct public affairs operations Understand roles of NGO and GO Support the restoration essential services Understand and apply ROE Restore and maintain order Manage displaced civilians Conduct key leader engagements Secure key infrastructure

Coy Level	Perform civil disturbance control
	Conduct counter-sniper actions
	Conduct route security
	Secure key infrastructure
	Conduct C-IED operations
	Conduct convoy operations
	Conduct detainee control operations
	Process detainees
	Establish checkpoints, observation posts, and patrols
Training Contents	Conduct battle procedures
	Actions on contact
	Battle space management
	Conduct security operations
	Protecting vulnerable elements of the population
	Maintain order in refugee areas and population centres
	Conduct sensitive site exploitation (SSE)
	Detainee handling
Compulsory Prerequisites and Related Modules	101 - Conduct JIPOE
	102 - Conduct ISR
	104 - Isolate the UE
	113 - Secure key infrastructure
	302 - Manage hostile crowds by civil disturbance operations (CRC)
References and Supporting Documents	ATP-99 Urban Tactics
	ATP-3.2.1 Allied Land Tactics

3.3.20.   TRAINING MODULE 302 – Manage hostile crowds by civil disturbance operations (Crowd and Riot Control)

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to manage hostile crowds by planning, preparing, and conducting CRC operations in the UE
- Is able to apply CRC TTP

Bn Level	Develop and issue Bn level orders
	Control measures
	Apply the legal fundamentals, national restrictions, and ROE regarding CRC Ops in UE
	Maintain close liaison with the police forces in the AOO
	Resource management of combat multipliers and supports for CRC

Coy Level	Plan CRC Operations Coordinate and cooperate with other military and police forces Develop and issue Coy level orders Provide force protection from deployment to recovery from CRC Plan and coordinate for support by logistical assets and combat multipliers Deploy by organizing the necessary forces / assets in timely manner and adopting appropriate tactical formations in order to deter, stop, or prevent aggressive behaviour by a crowd Conduct containment operations and be prepared to act/react to an escalating / de-escalating situation Conduct separation operations to keep apart different groups of demonstrators Conduct dispersal operations Conduct arrest operations to seize rioters Recover from CRC
Training Contents	Types, purpose, and object of the CRC operations Task organization required to conduct CRC operations Legal fundamentals International law and legal framework Application of ROE Detention/custody Employment of specific weapons and ammunitions (incl. Non-Lethal Weapons) to master CRC Employment of specific equipment to master CRC check point Blocking position
Compulsory Prerequisites and Related Modules	301 - Control the urban environment
References and Supporting Documents	ATP-99 Urban Tactics ATrainP-1(A). Education and Training for PSO ATP-3.4.1.1. Peace Support Operations Techniques and Procedures

3.3.21. TRAINING MODULE 303 – Protect/evacuate civilian population

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to protect/evacuate civilian population when conducting any kind of operation in the UE

Bn Level	Take all measures to protect / evacuate civilian population concerned by our operations Maintain close liaison with the local authorities and IO's Maintain liaison with the NGO's
Coy Level	Take all measures to protect / evacuate civilian population Coordinate with Bn HQ Provide clear and timely communications to Bn HQ regarding exposed civilian population
Training Contents	Legal fundamentals regarding civilian population Application of ROE International law and legal framework
Compulsory Prerequisite and Related Modules	101 - Conduct JIPOE
References and Supporting Documents	ATP-99 Urban Tactics

3.3.22. TRAINING MODULE 304 – Participate in Restoration of Local Government

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare for, and participate in restoration of local government
- Knows different aims, principles, and terms of reference for restoration of local government

Bn Level	Develop effective control measures Develop and Issue Bn level orders that: • offer flexibility to the needs of the population • identify key objectives in restoration process Effective management of CIMIC, and effective coordination with non-governmental organizations and international organizations Assist in the administration of public services Support rapid restoration of essential services Conduct key leader engagement Conduct PsyOps Enable indigenous forces Ensure safe and secure environment for humanitarian actions Support the maintenance of law and order Provide support to the electoral process
Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Monitor the transition of authority, reforming of security forces, Secure relocation / re-settlement of refugees and displaced persons Protect civilian population in absence of national security forces Support collective control measures placed on population
Training Contents	Principles and terms of reference for stability operations Incident response techniques other than force Legal limitations during stability operations Establish a checkpoint Key leader engagements Partnering, mentoring, and training techniques
Compulsory Prerequisites and Related Modules	101 - Conduct JIPOE 102 - Conduct ISR 301 - Control the UE 305 - Provide aid to the population, provide mobility on roads, provide essential needs, restore airfields, and enable humanitarian aid
References and Supporting Documents	ATP-99 Urban Tactics AJP-3.4.1 - Peace Support Operations

3.3.23. **TRAINING MODULE 304 – Provide aid to the population, provide mobility on roads, provide essential needs, restore airfields, and enable humanitarian aid**

OVERALL TRAINING OBJECTIVE

The unit:

- Is able to plan, prepare for, and participate in providing mobility on roads, and essential needs and enable humanitarian aid
- Knows different aims, principles, and terms of reference for restoring airfields, and providing humanitarian aid

Bn Level	Assist in the administration of public services Develop effective control measures Develop and Issue Bn level orders that: • offer flexibility to the needs of the population • identify key objectives in restoration process
Coy Level	Coordinate with Bn HQ to understand their place in the mission Develop and issue Coy level orders Plan and provide for integral security Plan and coordinate for support by logistical assets and combat multipliers Supervise transition of authority, reforming of security forces, relocation / re-settlement of refugees and displaced persons Protect civilian population in absence of national security forces Be prepared to respond to incidents using techniques other than force Support collective control measures placed on population
Training Contents	Principles and terms of reference for stability operations Incident response techniques other than force Legal limitations during stability operations Establish a checkpoint
Compulsory Prerequisites and Related Modules	301 - Control the UE 302 - Manage hostile crowds by civil disturbance operations (CRC)
References and Supporting Documents	ATP-99 Urban Tactics AJP-3.4.1 - Peace Support Operations

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CHAPTER 4   EVALUATION

4.1. GENERAL

Evaluation is a critical examination of the results against the defined training and education objectives for UO using pre-defined criteria and is meant to provide feedback on the level of performance and operational readiness achieved. NATO Evaluation Programs are designed to determine if the levels of interoperability and capabilities are achieved in order to contribute to operations and tasks. A detailed feedback is essential to the development of the evaluated unit.

4.2. RESPONSIBILITIES

Evaluation remains a primarily national responsibility. Nations may request support from NATO.

4.3. EVALUATION TOOLS

1.   In addition to national evaluation programs and procedures, there are NATO Evaluation Programs available. These are:

   a.   Combat Readiness Evaluation Program (CREVAL) for land forces.

   b.   Tactical evaluation program (TACEVAL) for Air Force units and ground based air defence (GBAD) units.

   c.   Maritime evaluation program (MAREVAL) for naval units.

   d.   Operational Capabilities Concept Evaluation & Feedback Program (OCC E&F).

2.   CREVAL, TACEVAL, and MAREVAL are main evaluation programs for NATO member countries. The main objectives of these evaluation programs are readiness, performance, and military effectiveness. Basic interoperability is expected.

3.   For Partner Nations OCC E&F Program provides a progressive evaluation tool. It consists of two levels, where the first one, Level 1, provides an evaluation mechanism to evaluate interoperability. When the Partner unit has achieved an acceptable level of interoperability verified by Level 1 evaluation(s), it is possible to continue to Level 2. Level 2 measures the capabilities (readiness, performance and military effectiveness) of the unit by using CREVAL, TACEVAL or MAREVAL evaluation methodology.

4.   OCC E&F Level 1 evaluation is a very useful tool for NATO Member Nations as well.

4.4. CONDUCT OF EVALUATION

The evaluation must be conducted using the methodology and procedures of that program, when choosing a NATO evaluation program. Planning, manning, timing, reporting as well as rating and grading must also follow a chosen evaluation program. For successful evaluation it is essential to have enough experienced evaluators and subject-matter experts.

ANNEX A	**REFERENCES**

A.1. MILITARY COMMITTEE (MC) DOCUMENTS

MC 128	Guidance for Intelligence Support to NATO
MC 319/3	NATO Principles and policies for logistics
MC 327	NATO Military Planning for Peace Support Operations
MC 327/1	Military Concept for NATO Peace Support Operations
MC 327/2	NATO Military Policy for Non-Article 5 Crisis Response Operations
MC 343	NATO Military Assistance to International Disaster Relief Operations
MC 348	NATO Command and Control Warfare Policy
MC 362/1	NATO Rules of Engagement
MC 389/2	MC Policy on NATO's Combined Joint Task Force
MC 402/1	NATO Military Policy on Psychological Operations
MC 411/2	NATO Military Policy on Civil-Military Cooperation (CIMIC)
MC 422/5	NATO Military Policy for Information Operations
MC 457	NATO Military Policy on Public Information
MC 472	NATO Military Concept for Defence Against Terrorism

A.2. ALLIED PUBLICATIONS

AJP-01(B)	Allied Joint Doctrine
AJP-2	Allied Joint Doctrine for Intelligence, Counter-Intelligence and Security
AJP-2.1	Intelligence Procedures
AJP-3	Allied Joint Doctrine for the Conduct of Operations
AJP-3.19	Allied Joint Doctrine for Civil-Military Cooperation
AJP-3.2	Allied Joint Doctrine for Land Operations
AJP-3.2.2	Allied Joint Doctrine for Close Air Support and Air Interdiction
AJP-3.4	Allied Joint Doctrine for Non-Article 5 Crisis Response Operations
AJP-3.4.1	Allied Joint Doctrine for the Military Contribution to Peace Support
AJP-3.4.5	Allied Joint Doctrine for the Military Contribution to Stabilization and Reconstruction
AJP-3.8	Allied Joint Doctrine for Chemical, Biological, Radiological, and Nuclear Defence
AJP-3.10	Allied Joint Doctrine for Information Operations
AJP-3.10.1	Allied Joint Doctrine for Psychological Operations
AJP-3.12	Allied Joint Doctrine for Military Engineering
AJP-3.14	Allied Joint Doctrine for Force Protection
AJP-3.15	Allied Joint Doctrine for Countering – Improvised Explosive Devices
AJP-3.18	Allied Joint Doctrine for Explosive Ordnance Disposal Support to Operations

AJP-4	Allied Joint Logistic Doctrine
AJP-4.10	Allied Joint Doctrine for Medical Support
ATP-3.2.1	Allied Land Tactics
ATP-3.2.1.1	Guidance for the Conduct of Tactical Stability Activities and Tasks
ATP-3.3.2.1	Tactics, Techniques and Procedures for Close Air Support and Air Interdiction
ATP-3.18.1	Allied Tactical Publication for Explosive Ordnance Disposal
ATP-49	Use of Helicopters in Land Operations Doctrine
ATP-79	Orders for the Camouflage of Protective Medical Emblems on Land in Tactical Operations
ATP-99	Urban Tactics
AAP-6	NATO Glossary of Terms and Definitions
AAP-15	NATO Glossary of Abbreviations used in NATO Documents and Publications

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ANNEX B	SUPPORTING DOCUMENTS

Case Studies

1. "People Make the City: Joint Urban Operations from Afghanistan and Iraq." National Defense Research Institute, RAND. Russell W. Glenn and Todd C. Helmus.

2. "More Joint Urban Operation Observations and Insights from Afghanistan And Iraq."
   RAND. Glenn and Helmus.

3. "A Tale of Three Cities, Analyzing Joint Urban Operations with a Focus on Fallujah, Al Amara, and Mosul."
   RAND. Glenn and Helmus.

4. "Street Smart; Intelligence Preparation of the Battlefield for Urban Operations" Jamison J. Medby and Russell W. Glenn (RAND), 2002.

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	ANNEX C	**ABBREVIATIONS**

AAP	Allied administrative publication
ACV	armoured combat vehicles
AFV	armored fighting vehicles
AIFV	armoured infantry fighting vehicles
AJP	Allied joint publication
AOO	area of operations
ATP	Allied tactical publication
ATrainP	Allied Training Publication
Bn	battalion
C2	command and control
C4	command, control, communications, computers
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance
CAS	close air support
CASEVAC	casualty evacuation
CAT	combined arms training
CBRN	chemical, biological, radiological, and nuclear
CCIR	commander's critical information requirements
C-IED	countering improvised explosive devices
CIMIC	civil-military cooperation
CIS	communication and information systems
COA	course of action
COIN	counter-insurgency
Coy	company
CRC	Crowd and Riot Control
CREVAL	Combat Readiness Evaluation Program (Land)
CS	combat support
CSS	combat service support
EO	explosive ordnance
EOD	explosive ordnance disposal
ET&E	education, training and exercise
EW	electronic warfare
FP	force protection
FS	fire support
GBAD	ground based air defence

HQ	headquarter(s)
HUMINT	human intelligence
IED	improvised explosive device
IO	international organization
ISR	intelligence, surveillance, and reconnaissance
JFS	joint fire support
JFST	joint fire support team
JIPOE	joint intelligence preparation of the operational environment
JTAC	joint terminal attack controller
KLE	key leader engagement
LOC	lines of communications
MBT	main battle tanks
MC	Military Committee
MedEvac	medical evacuation
MISO	military information support operation
MOU	memorandum of understanding
MP	military police
MSR	main supply route
MTF	medical treatment facilities
NCO	non-commissioned officer
NGO	non-governmental organization
NSO	NATO Standardization Office
NTG	NATO Training Group
NUO	NATO urban operation
OCC E&F	Operational Capabilities Concept Evaluation & Feedback Program
PIR	priority intelligence requirement
POW	prisoner of war
PSF	peace support force
PsyOp	psychological operation
RCIED	radio-controlled improvised explosive device
RFI	request for information
ROE	rules of engagement
SIR	specific intelligence requirement
SOF	special operations force
SSE	sensitive site exploitation
STANAG	NATO standardization agreement
TACEVAL	tactical evaluation

TEPSO	training and education for peace support operations
TG	task group
TIC	troops in contact
TIH	toxic industrial hazards
TTP	tactics, techniques and procedures
UA	unmanned aircraft
UE	urban environment
UO	urban operations
UXO	unexploded explosive ordnance
WIA	wounded in action

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ANNEX D	GLOSSARY AND DEFINITIONS

Advanced Training	Training to achieve and maintain a higher level of knowledge and skills to enable individuals/units to fulfill a broader spectrum of assigned tasks/missions. (MC 458)
Alliance	The result of formal agreements between two or more nations for broad, long-term objectives which further the common interests of its members. When the word "alliance" is written with a capital "A", it refers specifically to NATO. Proposed for inclusion. (AAP-6)
analysis	The study of a whole examining its parts and their interactions. Notes: in the context of military forces, the hierarchical relationship in logical sequence is: assessment, analysis, evaluation, validation and certification. Related concepts: evaluation. (NATOTerm)
area of influence	A geographical area wherein a commander is directly capable of influencing operation, by manoeuvre or fire support systems normally under his command or control. (NATOTerm)
area of interest	For a given level of command, the area of concern to a commander relative to the objectives of current or planned operations, and which includes the commander's areas of influence, operations or responsibility, and areas adjacent thereto. (NATOTerm)
assessment (	The process of estimating the capabilities and performance of organizations, individuals, materiel or systems. Notes: in the context of military forces, the hierarchical relationship in logical sequence is: assessment, analysis, evaluation, validation and certification. Related concepts: evaluation. (NATOTerm)
Basic Training	Training to achieve and maintain a fundamental level of knowledge and skills to enable individuals/ units to fulfill a limited spectrum of assigned tasks/missions. (MC 458)

buffer zone	A defined area controlled by a peace support force from which disputing or belligerent forces have been excluded. A buffer zone is formed to create an area of separation between disputing or belligerent forces and reduce the risk of renewed conflict. (NATOTerm)
cantonment area	Within the framework of a demobilization operations, a location for the temporary housing, disarmament and demilitarization of the parties' forces (NATOTerm)
certification	The process of officially recognizing that organizations, individuals, materiel or systems meet defined standards or criteria. Notes: In the context of military forces, the hierarchical relationship in logical sequence is: assessment, analysis, evaluation, validation and certification. Related concepts: analysis. (NATOTerm)
checklist	A list containing advice or reminders to conduct the evaluation against training and education for peace support operations effectiveness and the level of interoperability to be achieved.
checkpoint	1. A place where military police check vehicular or pedestrian traffic in order to enforce circulation control measures and other laws, orders and regulations. 2. A predetermined point on the surface of the earth used as a means of controlling movement, a registration target for fire adjustment, or reference for location. (NATOTerm)
Civil-Military Cooperation (CIMIC)	A joint function comprising a set of capabilities integral to supporting the achievement of mission objectives and enabling NATO commands to participate effectively in a broad spectrum of civil-military interaction with diverse non-military actors. (NATOTerm)

education	A person who has been ordered or authorized to move from a place of danger by competent authorities, and whose movements and accommodation are planned, organized and controlled by such authorities. Related concepts: asylum seeker; refugee; internally displaced person. (NATOTerm)
evacuee	A person who has been ordered or authorized to move from a place of danger by competent authorities, and whose movements and accommodation are planned, organized and controlled by such authorities. Related concepts: asylum seeker; refugee; internally displaced person. (NATOTerm)
evaluation	The structured process of examining activities, capabilities and performance against defined standards or criteria. Note: In the context of military forces, the hierarchical relationship in logical sequence is: assessment, analysis, evaluation, validation and certification. Related concepts: analysis. (NATOTerm)
feedback	Is the process of providing an assessment of an activity to all appropriate parties. It is part of the evaluation process that provides information to improve performance of evaluated missions and tasks. (MC 458)
find	An item of explosives, weapons, or other terrorist, insurgent or military equipment found either during a planned search or during other operations. (ATP-3.4.1.1)
force protection (FP)	All measures and means to minimize the vulnerability of personnel, facilities, equipment and operations to any threat and in all situations, to preserve freedom of action and the operational effectiveness of the force. (NATOTerm)
interoperability	The ability to act together coherently, effectively and efficiently to achieve Allied tactical, operational and strategic objectives (NATOTerm)
Joint Individual Training	Is the common training of individuals of two or more services. (MC 238/2)

| Lessons Learned | Is a set of validated information gained during the evaluation process, which serves as the basis for improvements in training. (MC 458) |
| training | As the generic term, means the permanent process of preserving and improving the skills (capabilities) of military individuals, staffs and forces to sound military operations. It encompasses education (as disseminating knowledge through formal or informal study), individual and collective training as well as exercises. (MC 458) |

ANNEX E	TRAINING MODULE ASSESSMENT TEMPLATE

Training Module			
Training Objective		**National Training Criteria**	
Training Level	**Standards**	**Observation of Operational Readiness**	**Rating**
Battalion			
Company			
Operational Readiness (effectiveness & interoperability)	**Summary**		**Grades**

Ratings	Grades
Excellent (EX) **Satisfactory (ST)** **Marginal (MA)** **Unsatisfactory (UN)**	**Interoperable** **Partially Interoperable** **Not Interoperable**

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ANNEX F	EVALUATION/ASSESSMENT REPORT

EVALUATION REPORT

Nation: Unit: Designated For:	Unit Commander:

EVALUATION / ASSESSMENT

National Self Evaluation / Assessment	
National Evaluation / Assessment with NATO Support	
Evaluation by NATO	

Chief Assessor Nation	Chief Assessor NATO
NATO Monitor	Nation Representative (Co-Assessor)

TRAINING CONTEXT AND CONDITION

TRAINING MODULES	Rating of Operational Readiness (See Below)	Gradings for Interoperability (See Below)
101 Conduct JIPOE		
102 Conduct ISR		
103. Move to designated area/attack position		
104 Isolate the UE		
105 Deception (feint attacks)		
106 Conduct the break-in		
107 Advance (to contact) to key objectives		
108 Isolate key objectives		
109 Seize key objectives		
110 Clear remaining resistance on objectives		
111 Consolidate and retain objective		
112. Clear remaining resistance pockets		
113 Secure key infrastructure		
114 Reorganize		
115 Assure a corridor (MSR/LOC)		
201 Conduct perimeter force battle		

202 Conduct disruption force battle		
203 Conduct main defended area battle		
301 Control the UE		
302 Crowd and riot control		
303 Protect/evacuate civilian population		
304 Participate in restoration of local government		
305 Provide aid to the population, provide mobility on roads, provide essential needs, restore airfields, and enable humanitarian aid		

Location / Date	**Signature**

Unit Commander's Assessment / Recommendations:

Rating of Operational Readiness	**Gradings for Interoperability**
Excellent (EX) **Satisfactory (ST)** **Marginal (MA)** **Unsatisfactory (UN)**	**Interoperable** **Partially Interoperable** **Not Interoperable**

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ATrainP-3(B)(1)